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The FY 2005 Budget

- Represents both a Challenge and an Opportunity
- Fairfax County's high quality of life and the services that support it have a cost
- We must:
 - Weigh the costs of these services against our resources
 - Balance the need for services against taxpayers' ability to fund them
 - Determine how we can address these needs in the future
- We must now look at the budget and services from a broader, multi-year perspective

Budgets Over the Past Three Years

- Revenue growth has come entirely from real estate taxes
- Balanced taxpayer relief against County and School service requirements
- Directed resources toward education and public safety, while reducing other programs, particularly administrative/managerial functions and central services
- Cut \$101 million cumulatively over the past three years
- Reduced tax rate by 7 cents, from \$1.23 to \$1.16 per \$100 assessed value;
 on average, saves taxpayers \$250 annually by 2005
- Reductions have had consequences service availability, customer service, infrastructure, etc.

FY 2005 Budget

- Supports "core services of government"
- Serves as starting point for dialogue on multi-year direction, e.g., what services should we be providing, what should our funding strategies be, etc.
- Provides separate list of budget reductions/options for the Board's consideration
- Incorporates significant redesign efforts to highlight linkage between County strategic direction (Core Purpose and Vision Elements), allocation of resources and performance



Budget Process Redesign: Tying It All Together

- To provide better information about County programs and services, the resources that support them, and how well the County is performing them
- To begin to tie strategic initiatives to County services
- To begin to present information regarding resources required to provide services that cross current agency lines (crosscutting programs)
- To enhance agency accountability for how resources are spent



Budget Enhancements

Links between County Vision Elements and Budget:

- Individual department narratives
 - Identify strategic issues
 - Link core services to Vision Elements
 - Link new initiatives and recent accomplishments to Vision Elements
 - Expand use of Performance Measurement to indicate how well an agency is doing
- Prepared by Program Area
 - Provide broader perspective of strategic direction
 - Present benchmarking data
- Provides a high-level summary of measures to determine how well the County is achieving its Vision Elements
 - Key County Indicators
 - Description of how well the County is doing
 - Strongest indicators have:
 - Data power
 - Proxy power
 - Communication power

Core Purpose and Vision Elements

To protect and enrich the quality of life for the

people, neighborhoods,



and diverse communities

Creating a Culture of Engagement

of Fairfax County by:





Connecting People and Places

Practicing
Environmental
Stewardship



Maintaining Healthy Economies

Factors Impacting Choices in Development of FY 2005 Budget

Real estate taxes account for <u>all</u> FY 2005 revenue growth:

> Real Estate as percentage of Total General Fund Revenues

• FY 2001 50.7%

• FY 2005 60.7%

Excluding real estate taxes, all other revenue categories decrease approximately \$1.0 million

Continued over-reliance on real estate tax to support County services

Factors Impacting Choices in Development of FY 2005 Budget (Continued)

State limits Fairfax County's ability to access other sources of revenue:

Absent real estate tax, 90% of County revenues are capped, limited or

controlled by the state

Counties do not have same authority as cities to diversify revenues

▶ If Fairfax County had the same taxing authority and tax rates as the cities of Fairfax, Alexandria or Falls Church, it could realize up to \$82 million more in revenue that could be used to diversify the tax base and reduce the real estate tax rate by 6 cents, from \$1.16 to \$1.10 per \$100 assessed value



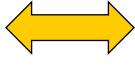
■ The County continues to experience population increases, and County services such as Public Safety, Education, and Human Services continue to be more challenging and complex to deliver

National Economy

- Economic Growth
 - Improved in last half of 2003 fastest growth in 20 years
 - "Jobless recovery"
 - Forecast is for strong growth in 2004
- Current Economic Indicators Are Mixed:
 - Gross Domestic Product increased 3.1 percent in 2003
 - > Job Growth Negligible
 - National Homes Sales
 - Another record-setting year
 - Driven by tight inventories + low mortgage rates
- Projection: Moderate Economic Rebound
- Federal Government Deficit Projected to Exceed \$500 Billion



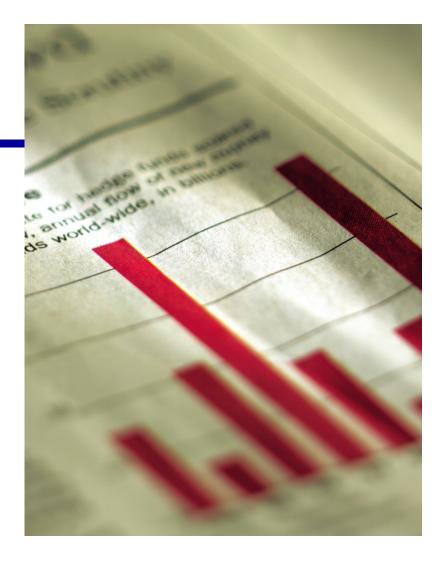






State Economy

- FY 2002 2004: \$6 Billion Deficit
- FY 2004 2006: \$1.2 Billion Deficit
- Since FY 2002, more than \$50 million in State Aid to the County has been cut
- Ongoing discussions on Tax Reform
- Only 2.8% of County revenue comes from the state



Local Economy

- County economy growing:
 - Housing market continues to be strong
 - > Jobless rate falling; unemployment at 2.0% in November 2003
 - Consumer spending/business investment improving
 - Office vacancy rate has increased slightly: now at 12.4% which represents a 2-4 year supply
 - Including subleased space, rate fell from 18.8 percent to 17.4 percent at mid-year 2003
- County's "Leading Index" points to expansion throughout all sectors of the economy
- Key variable: federal spending, especially procurement of technologyrelated services
 - > Job growth will increase, peaking in 2005
 - Will help absorb the County's surplus office space
- Not all economic growth translates into increased County revenue

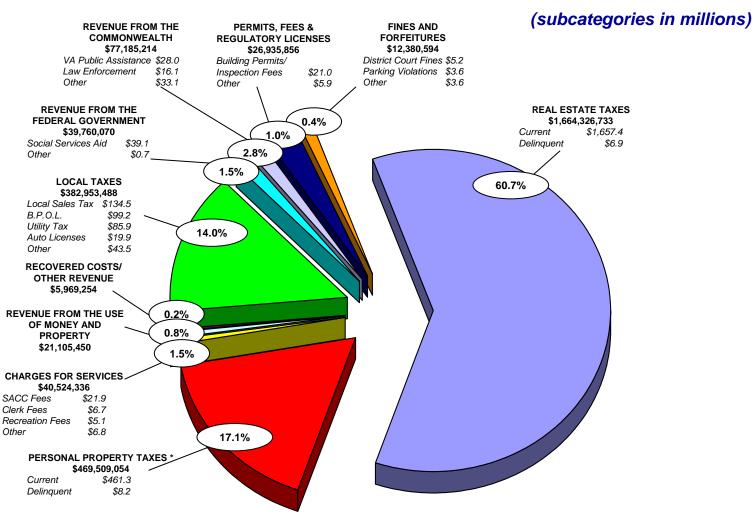
Status of FY 2004 Budget

- Revenues will be up
 - Increased Revenues \$25.6 million
 - Recordation/DOC taxes and Clerk's fees
 - Sales tax and BPOL tax
 - Investment income
 - Decreased Revenues \$12.8 million
 - Personal Property taxes
 - Telecommunications tax
 - Expenditure Requirements
 - Public Safety Operations Center (PSOC)
 - Response associated with Hurricane Isabel
 - Other requirements

\$12.46 million



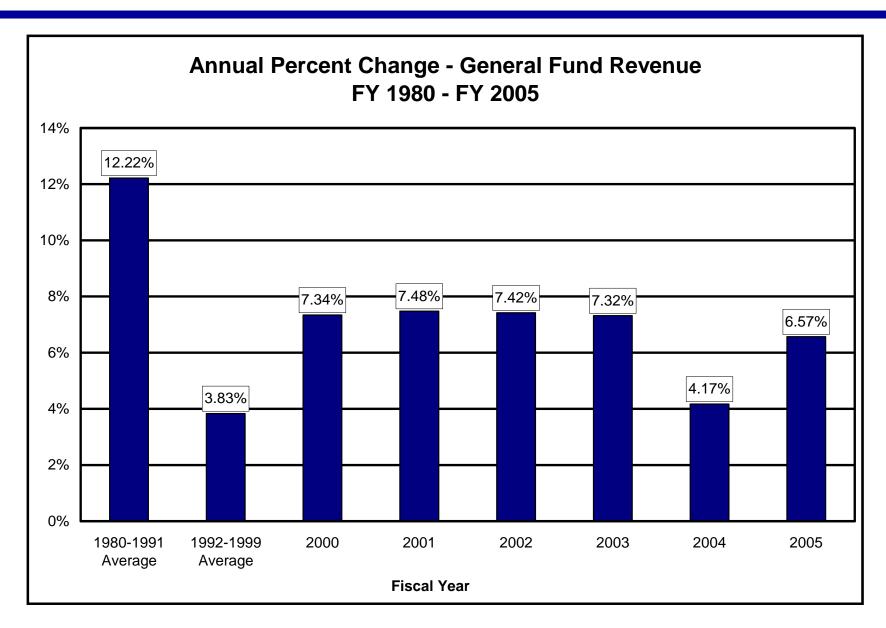
FY 2005 General Fund Receipts (Where It Comes From . . .)



FY 2005 GENERAL FUND RECEIPTS = \$2,740,650,049

*For presentation purposes, Personal Property Taxes of \$205,950,438 that are reimbursed by the Commonwealth as a result of the Personal Property Tax Relief Act of 1998 are included in the Personal Property Taxes category.

General Fund Revenue Growth



Outlook for County Revenues - FY 2005

FY 2005 General Fund Revenues: 6.57% increase

- Real Estate Assessed Values: 12.04% increase:
 - Real Estate tax receipts account for <u>all</u> of the total General Fund revenue increase in FY 2005
 - All other revenue categories combined – decrease approximately \$1.0 million



Real Estate Tax Base -Major Source of County Revenue

- Residential Equalization Up 11.29%
 - 4th consecutive year over 10% since FY 1992
 - However, increase lower than two previous years
- Typical household will pay \$4,147 in Real Estate taxes \$421 more than last year
 - Adjusting for inflation, tax bill up \$1,056 since FY 1991, an average annual increase of 2.1%



Real Estate tax revenues make up 60.7% of total County revenues, up from 50.7% in FY 2001

Real Estate Tax Base

	1991	1992	1993	1994	1995	1996	1997	1998
Equalization	11.51%	(2.75)%	(6.48)%	(2.46)%	(1.29)%	0.36%	0.57%	0.80%
- Residential	13.06	(1.90)	(3.74)	(0.52)	0.01	0.49	(0.23)	(0.50)
- Nonresidential	7.85	(4.80)	(13.22)	(7.86)	(5.28)	(0.09)	3.27	5.05
Growth	5.26	1.79	0.40	1.08	1.97	2.16	2.13	1.93
TOTAL	16.77%	(0.96)%	(6.08)%	(1.38)%	0.68%	2.52%	2.70%	2.73%
	.	. — . — . — .			. — . — . —			
	1999	2000	2001	2002	2003	2004	2005	
Equalization	1.77%	2.96%	5.13%	9.70%	11.72%	9.94%	9.54%	
- Residential	0.04	0.77	5.13	11.26	16.27	14.55	11.29	
-Nonresidential	7.12	9.24	5.15	5.92	0.52	(2.94)	3.74	
Growth	2.19	3.37	3.81	3.94	3.42	2.54	2.50	
TOTAL	3.96%	6.33%	8.94%	13.64%	15.14%	12.48%	12.04%	

Value of one penny in FY 2005 = \$14.5 million



Real Estate Revenue: Equalization Components

Residential

- Approximately 77.9% of Base
- Residential Values increase 11.29%
 - Slowing from last year's rate of 14.55%
 - > Still significant growth
- Results from:
 - > Robust local real estate market
 - > Sustained increase in prices
 - High demand
 - Limited supply
 - Favorable interest rates
- All types of residential property experiencing increases in value



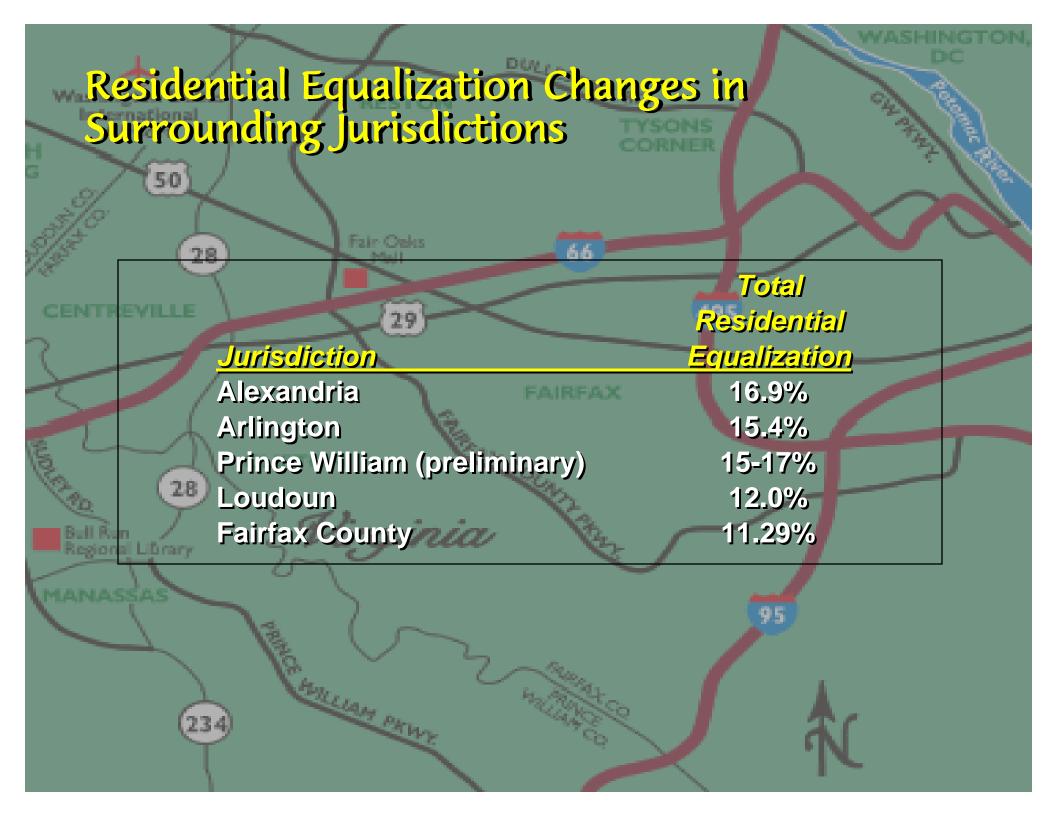
Real Estate Revenues: Equalization Components

Residential Equalization Changes

Housing Type (Percent of Base)	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005
Single Family (73.8%)	6.43%	12.08%	16.14%	14.15%	11.20%
Townhouse/Duplex (18.9%)	2.22%	10.98%	18.56%	17.00%	12.99%
Condominiums (6.4%)	1.17%	10.30%	21.19%	20.09%	16.24%
Vacant Land (0.7%)	9.84%	7.90%	15.23%	23.23%	15.19%
Other (0.2%) ¹	1.38%	5.73%	3.00%	2.58%	4.89%
Total Residential Equalization (100%)	5.13%	11.26%	16.27%	14.55%	11.29%

¹ Includes affordable dwelling units, recreational use properties, and agricultural and forestal land use properties.





Impact on Typical Fairfax County Household

	Mean			
	Assessed			Real Estate
	Value of	Real Estate	•	and Personal
Fiscal	Residential	Tax Rate	Tax Per	Property Tax
<u>Year</u>	Property	Per \$100	Household	Per Household
FY 2000	\$195,713	\$1.23	\$2,407.27	\$2,868.64
FY 2001	\$208,126	\$1.23	\$2,559.95	\$2,933.50
FY 2002	\$234,749	\$1.23	\$2,887.41	\$3,112.94
FY 2003	\$276,945	\$1.21	\$3,351.03	\$3,583.19
FY 2004	\$321,238	\$1.16	\$3,726.36	\$3,966.99
FY 2005*	\$357,506	\$1.16	\$4,147.07	\$4,384.43

^{*} Estimate

Real Estate Taxes: Increase of \$1,739.80 since FY 2000

Real Estate and Personal Property Taxes: Increase of \$1,515.79 since FY 2000

Real Estate Revenues: Equalization Components

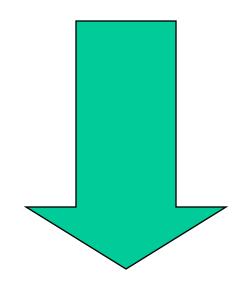
Nonresidential

- Nonresidential values increased 3.74%
- Office Vacancy:
 - > 2002 12.1%
 - Mid-2003 12.4%
 - ➤ With sublets 17.3%, down from 18.8%



- > FY 1990 = 26.76% (highest rate in over a decade)
- > FY 1996 = 19.04% (lowest rate in decade previously)
- > FY 2001 = 25.37%
- FY 2002 = 24.84%
- > FY 2003 = 21.97%
- FY 2004 = 19.14%
- > FY 2005 = 18.20%





Real Estate Revenues: Equalization Components

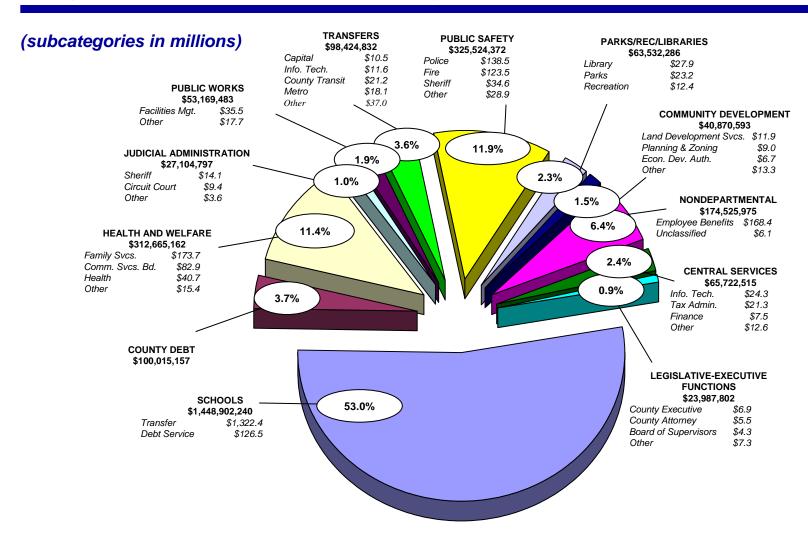
Nonresidential Equalization Changes

Category (Percent of Base)	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005
Apartments (19.5%)	3.54%	6.53%	9.59%	3.86%	1.86%
Office Condominiums (3.0%)	2.08%	4.95%	7.75%	15.63%	13.59%
Industrial (8.4%)	7.46%	7.25%	2.08%	(1.29%)	5.26%
Retail (12.6%)	2.73%	2.84%	1.91%	2.91%	7.91%
Regional Malls (2.8%)	0.87%	2.20%	0.34%	6.95%	3.00%
Office Elevator (36.2%)	6.74%	6.54%	(2.48%)	(10.73%)	3.27%
Office – Low Rise (4.4%)	6.05%	7.30%	1.46%	(6.27%)	5.42%
Vacant Land (3.2%)	5.96%	6.36%	(0.08%)	(6.55%)	7.15%
Hotels (4.2%)	7.16%	6.58%	(15.39%)	(6.23%)	4.48%
Other (5.7%)	2.62%	6.35%	3.02%	6.00%	5.15%
Nonresidential Equalization (100%)	5.15%	5.92%	0.52%	(2.94%)	3.74%

General Fund Disbursements

- The FY 2005 Advertised Budget Plan is in conformance with the Board's Budget Guidelines, which limit County and School spending increases to the projected growth in revenues
- General Fund Disbursements total \$2.73 billion, an increase of \$117.10 million or 4.47 percent over the FY 2004 revised budget
- General Fund Direct Expenditures total \$1.0 billion, an increase of \$24.5 million or 2.5 percent over the FY 2004 revised budget
- The total recommended FY 2005 budget is \$4.65 billion

FY 2005 General Fund Disbursements (Where It Goes . . .)



County Support for Fairfax County Public Schools

The combined transfer for School operating and School debt service is \$1.45 billion which represents 53% of total County disbursements.

FY 2005 Transfer for School Operations = \$1.32 billion

- An increase of \$81.5 million or 6.57% over FY 2004
- Consistent with Board's Budget Guidelines
- School Board Request = \$1.36 billion
 - An increase of \$120.4 million or 9.7% over FY 2004
 - Additional resources of \$38.8 million required to fully fund FCPS request

FY 2005 Transfer for School Debt Service = \$126.5 million

Supports \$130 million in School Bond sales

Other County Support for Fairfax County Public Schools

SCHOOL BUS

In FY 2005, a total of \$49.0 million in additional County support is provided for FCPS.

Includes funding for:

CSA, SACC and Head Start Programs

\$26.8 million

Public Health Nurses and Clinic Room Aides \$10.3 million

 School Crossing Guards and School Resource Officers \$6.9 million

Other

\$5.0 million

FY 2005 Budget

- No New Programs or Major Service Expansion
- Increases associated with:
 - Opening new facilities
 - Priorities such as education and public safety (PSCC staffing)
- Total Increase of 46/44.86 SYE Net Positions
 - Only 157 net new positions have been added to the County's total position count since FY 1991
 - Population increased by over 26%
 - Opened or expanded more than 150 County facilities

	Positions	s Per 1000 R	<u>esidents</u>	
FY 1991	FY 2002	FY 2003	FY 2004	FY 2005
13.57	11.47	11.41	11.18	11.06

Support for Public Safety

New Fire Station

\$1.7 million

- Fairfax Center Fire Station to open in Spring 2005
- Tower truck, engine and ALS unit
- Partial funding and positions (15) added in FY 2004 to begin phase-in of facility opening
- New Deputy Chief for Special Operations
- Requires 23/23.0 SYE new positions

Public Safety Communications \$4.3 million Center Operations (increased General Fund support)

- > \$3.0 million for increased operational requirements including staff and compensation adjustments to improve call-taking and dispatch performance
 - Multi-year plan to increase positions to meet current emergency and non-emergency call volumes
 - 14/14.0 SYE new Public Safety Communicators and 2/2.0 SYE Administrative Assistants
 - \$1.0 million placeholder for compensation adjustments to enhance recruitment and retention
- Remaining increase based on declining E-911 fees



Support for Public Safety (Continued)

Uniformed Fire & Rescue Salary Adjustment

\$1.77 million

Market pay study identified 3 classes with hourly rate midpoints 5% or more below the market (Fire Technician, Master Technician and Lieutenant classes)

Mosquito Management Program

No increase

- In 2003, General Assembly authorized use of Fund 116, Integrated Pest Management Program, to address West Nile virus
- Funding sufficient in fund to address mosquito management activities as well as gypsy moth or other harmful insect mitigation programs



Other New Facilities

Expanded James Lee Community Center

- Scheduled to be operational: April 2004
- Expanded Senior and Teen Center
- Anticipated increase in participants of 9,000
- Support full-year funding requirements for position and operating costs funded originally in FY 2004

\$0.49 million



SACC Centers

- 2 new SACC centers (1 room each):
 - Navy Elementary (Sully District)
 - Sunrise Valley Elementary (Hunter Mill District)
- Requires 6/4.86 SYE new positions
- Provides 70 additional slots (60 regular and 10 special needs)
- With fee revenue, net cost of new rooms is \$94,694

\$0.38 million



Other New Facilities (Continued)

Herndon Harbor House Senior Center

\$0.19 million

- Scheduled to open in January 2005
- Will serve approximately 500 seniors
- > 5/5.0 SYE new positions to operate programs

Cub Run RECenter

No General Fund Impact

- > 65,000 square-foot recreational facility in the western part of the County
- Park Authority funding of \$1.43 million
- Scheduled to open in July 2004
- 15/15.0 SYE new positions to provide services

Other New Facilities (Continued)

Laurel Hill Golf Course

No General Fund Impact

- Park Authority funding of \$0.45 million
- Positions phased in over FY 2004 and FY 2005 to ensure golf course is operational when construction is complete
- Scheduled to open in May 2005
- Full-year funding for 7/7.0 SYE positions to:
 - Prepare the course and clubhouse for operation
 - Develop operating and marketing plans
 - Hire and train seasonal staff
 - Procure necessary equipment and supplies



Support for the Community

Special Education Graduates

\$0.05 million

- As directed by BOS, review of program completed
- Policy changes recommended
 - Individuals served by FCPS until age 22
 - Prioritized based on need only most profound level of mental retardation and medical and/or physical challenges
 - Accelerated transitioning from school to day support services; will improve information and cost estimates
 - Review of fee policies
- Services to support 17 new special education graduates
- Cost of \$499,800 projected to be partially offset by anticipated revenue of \$445,457 in state Medicaid Waiver funding
- > If state funding not awarded, additional County funding would be required

Teen Center Redesign

\$0.14 million

- Second of three-year transition from 9 district centers to regional model with 5 regional centers, 10 neighborhood centers, and 10 community-based programs
- 3/3.0 SYE positions to staff fifth regional center (Springfield)

Support for the Community (Continued)

Consolidated Community Funding Pool

\$9.01 million

- First year of new two-year cycle
- > \$0.31 million over the FY 2004 level
- Includes 5% inflationary increase for community-based agencies
- Leverages additional funds through cash-match from other non-County sources, in-kind services from volunteers, or contributions from businesses, the faith community and others

Congregate Meal Program/FASTRAN

\$0.13 million

- Funding of \$128,076
- FASTRAN services for 50 additional seniors participating in the Congregate Meals Program at the Lorton Senior Center and the newly expanded James Lee Center

Support For Transportation

Metro Funding (General Fund Transfer) \$18.14 million

- For Metrorail and Metrobus operating and capital requirements
- Total County obligation of \$53.8 million, of which \$18.14 million GF Transfer is required
- An increase of \$5.9 million over FY 2004 due to use of one-time balances last year
- Capital requirements total \$29.3 million; \$19.8 million funded with General Obligation Bonds

County Transit Funding (GF Transfer) \$21.21 million

- An increase of \$1.6 million or 8% over FY 2004 level
- Supports operation of FAIRFAX CONNECTOR and contractual obligations of VRE
- Enhances service in both Huntington and Reston-Herndon Divisions
- Includes fare increase to support service enhancements

Cost of Doing Business

Non-Public Safety Employees Adjustments:

\$9.40 million

- Pay raises for non-Public Safety employees will be based <u>solely</u> on <u>performance rating</u>
- Recalibration of points on a 0-6 point scale
- Annual market index used to keep pay scales competitive
 - Calculated based on CPI, federal wage adjustment and employment cost index
 - FY 2005 market index = 2.98%
 - Used to adjust all non-Public Safety salary scales only
- Step increments for Uniformed Public Safety Personnel and market rate adjustment of 2.98%

\$11.34 million



Cost of Doing Business (Continued)

Health Insurance Increase

\$7.77 million

- Assumes 25% increase in County plan effective
 January 1, 2005 (25% Self-Insurance Plan and 21% HMO)
- Increase based on increased utilization and prescription drug costs
- > Employee premiums will also increase by the same amount

Retiree Health Benefits

\$0.22 million

Based on estimated number of new retirees

Retirement Funding

\$12.82 million

- Based on impact of employer contribution rates determined by actuarial analysis and increase based on FY 2005 salary adjustments (\$4.62 million)
- Employer contribution for Police and Fire and Rescue DROP Programs (\$3.1 million)
- Amortize liability in Employees' Retirement system (\$5.1 million)
 - Funding ratio fell below 90% threshold due to lower investment returns
 - Based on corridor approach adopted by Board in 2002

Cost of Doing Business (Continued)

Radio Center Redesign

\$0.48 million

- Replaces outmoded public service radio system
- Improves coverage, compatibility and interoperability
- Private sector equipment maintenance support
- Net reduction of 7/7.0 SYE positions

Child Care Assistance and Referral Program

\$1.36 million

- Funds state-mandated market rate increase of 5.5% for child care subsidies to eligible families
- Partially offset by federal/state pass-through funding for net cost to County of \$682,204

CSA and Other Contract Rate Increases

\$1.52 million

- Comprehensive Services Act (CSA) rate increase of 3.09% for providers of mandated and non-mandated services (\$1.1 million) as well as Home Care Aides, Head Start and Healthy Families Fairfax (\$0.42 million)
- CSA cost partially offset by state revenue for a net cost to County of \$0.5 million

40

Cost of Doing Business (Continued)

Information Technology Funding

- Mandated requirements
- Completion of prior investments
- Enhanced County security
- Improved service and efficiency
- Maintaining a current and supportable technology infrastructure

Total FY 2005 Information Technology Projects

Funded with General Fund transfer of \$11.6 million and interest income of \$0.2 million

FY 2005 Reserve of \$5.53 million:

- To offset potential of further state cuts
- To address changing economic conditions
- Approximately one-fifth of 1 percent of total revenue

\$11.8 million

\$0.3 million

2.0 million

1.3 million

5.5 million

2.7 million

\$11.8 million



Capital Construction Program

.58 million
3.23 million
2.74 million
1.14 million
2.78 million
).94 million
1.53 million
2

Tax, Fee and Fare Adjustments

Tax Relief for Elderly and Disabled

- Increase maximum level of assets allowed for Real Estate tax relief eligibility from \$190,000 to \$240,000 (state maximum)
- Directed by Board at the FY 2003 Carryover Review
- Reduces revenue by \$3.9 million for FY 2005
- Income limits remain at 100% exemption for incomes up to \$40,000; 50% for \$40,001 to \$46,000; and 25% for \$46,001 to \$52,000

Athletic Services Application Fee

- New fee to partially offset the cost of scheduling and coordinating community use of public athletic facilities
- Proposed implementation of \$3 per hour for community use
- Estimated revenue of \$1.7 million
- Extensive coordination ongoing with the Athletic Council and athletic group coordinators

Tax, Fee and Fare Adjustments (Continued)

Leaf Collection Fee Increase

- Increase levy in leaf districts from \$0.01 to \$0.015 per \$100 assessed value due to increased cost of providing service
- Projected increase of \$0.69 million
- Average customer will pay approximately \$20 more per year

Refuse Collection Fee Increase

- Increase in fee from \$210 to \$240 due to increased cost of service
- Projected increase of \$1.53 million
- > 40,000 customers affected

Transit Fare Increase

- Eliminates fare discount of \$0.25
- \rightarrow Cash fare cost = \$1.00
- Proposed fare still below Metrobus base fare of \$1.20
- Increased revenue for route expansion



Tax, Fee and Fare Adjustments (Continued)

Sewer Service Rate Increase

- Increased from \$3.03 to \$3.20 per 1,000 gallons
- Associated with increased costs for construction, system operation and maintenance, debt service and upgrades to reduce nitrogen discharge to meet regulations
- Additional annual cost to the typical household is anticipated to be \$12.92

Sewer Availability Charge Increase

- Increased from \$5,431 to \$5,621 for new single-family home.
- Based on Forecasted Financial Statement from 2003-2008

FY 2005 Budget Schedule

→ February 23, 2004 County Executive presents <u>FY 2005 Advertised</u>
Budget Plan

→ March 8, 2004 FY 2005 Budget and Tax Rate to BOS for Advertisement

→ March 15, 2004 FY 2004 Third Quarter Review to BOS for Advertisement

→ March 29-31, 2004 Public Hearings on FY 2005 Budget, FY 2004 Third Quarter, and FY 2005 to FY 2009 Capital Improvement Program (CIP)

→ April 19, 2004 Budget Mark-Up

→ April 26, 2004 Budget Adoption

FY 2005 Budget

The entire <u>FY 2005 Advertised Budget Plan</u> is available on the Internet:

http://www.fairfaxcounty.gov/dmb

The budget is also available on CD-ROM.

